

DD/A Registry  
File *Training*

Washington, D. C. 20505

8 NOV 1977

Major General L. Gordon Hill, USA  
Commandant, Armed Forces Staff College  
7800 Hampton Boulevard  
Norfolk, Virginia 23511

Dear General Hill,

I appreciate your letter of 17 October concerning CIA's withdrawal from participation in the Armed Forces Staff College (AFSC) program. You may be assured that Agency managers are quite reluctant to withdraw from the program, both because of the reasons enumerated in your letter and the valuable cross-fertilization between Agency officers and military personnel attending AFSC.

On balance, however, I personally feel that unless students are forced to exercise their intellectual capabilities most rigorously we cannot afford the considerable expense of sending them to Norfolk and back for a short period of time. I simply do not believe that a combination lecture and seminar program provides that rigor. This may be a very biased position on my part, but it is a very genuine one. It is also based on my experience in having lectured and visited your college in the past. If the curriculum is substantially different from what it was two or three years ago, I would appreciate hearing of it and would be happy to review my decision. What I'm looking for is precise reading requirements and the usual methods of enforcing academic activities such as examinations.

Wish I could be more helpful.

Yours sincerely,

STANSFIELD TURNER

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ARMED FORCES STAFF COLLEGE  
7800 HAMPTON BOULEVARD • NORFOLK, VIRGINIA 23511

OTR Registry  
77-4688

Executive Registry  
77-921/8

OFFICE OF THE COMMANDANT

17 OCT 1977

Admiral Stansfield Turner, USN  
Director, Central Intelligence Agency  
Washington, D. C. 20505

Dear Admiral Turner:

Upon my recent arrival as the Commandant of the Staff College, I was sorry to learn of your decision to discontinue advanced training of CIA personnel at this institution subsequent to the current class.

In the past, students representing the Agency have compiled an enviable record here. Because of their outstanding professional attributes and educational experiences, they have made a unique contribution to our overall curriculum. Their participation in our "Country Team" exercise, which is associated with the Foreign Internal Defense Planning block of instruction, has been invaluable. Agency students contribute immeasurably to the joint atmosphere which prevails throughout all College activities. Our curriculum is unique, demanding, and requires a great deal of effort on the part of all students and faculty to attain our training objectives. For your information, I am inclosing a recent summary of our curriculum. I think you will agree that the subjects taught here are highly beneficial to both military and Agency personnel.

In my view, the attendance of CIA personnel at the various intermediate and senior level colleges does much to "open" the Agency to military personnel and the public, and contributes to an overall positive perception of the Agency mission. The CIA students' personal association here with officers from each of the Services, civilian

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"That All May Labor As One"

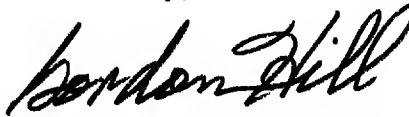
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counterparts from several other Federal governmental agencies, and foreign officers representing six Allied nations, greatly enhances the image of the Agency by dispelling false impressions that may prevail.

I am certain that as a result of the decision to withdraw CIA participation, the College will be losing a valuable and irreplaceable dimension of its student body. This loss will be keenly felt by all of us at the College.

In view of the many mutual benefits involved, I respectfully request that you reconsider your decision regarding the nonattendance of CIA personnel at the Armed Forces Staff College.

Sincerely,

A handwritten signature in black ink, appearing to read "L. Gordon Hill, Jr.", written in a cursive style.

L. GORDON HILL, JR.  
Major General, USA  
Commandant

1 Incl  
as

## COURSE SUMMARY

**Course 1 Administration and Orientation:** Contains the necessary background information for orderly conduct of the curriculum; it includes scheduled events such as lectures on College policies and procedures, special Allied student activities and ceremonies. There is an additional orientation program of 71 hours for the Allied students. Approximately 30 reserve officers join the student body during the 8th and 9th weeks of each class for a 64 hour program.

**Course 2 U.S. Military Forces:** It is designed to establish a fundamental understanding of the doctrine, organization, and capabilities of U.S. military forces as a prerequisite to the study of joint and combined topics. The focal point of Course 2, the three Service Weeks, occur during the second, third, and fourth weeks of the schedule. Also included are the very essential series of lectures by the members of the Joint Chiefs of Staff.

**Course 3 Environment and Strategy:** Covers a variety of lectures scheduled throughout the curriculum on the international Environment. These lectures familiarize the students with the broad international environment in which joint and combined forces operate. Through a series of lectures and seminar discussions the students examine the major factors that affect the formulation and execution of national strategy, their interrelationship and their combined influence on military planning.

**Course 4 Defense Management:** Focuses on the planning, programming, and budgeting processes practiced within the Department of Defense and the Service departments and on the problems of allocation of resources, choices among alternatives, and trade-offs. Additionally, an overview of management thought and theory, and how they impact on Defense Management, is included. The military decision-making process is examined with particular emphasis placed on: analysis techniques, automatic data processing, personnel resources, and managerial control methods. An exposure to creative thinking is provided to expand and stimulate thinking toward the formulation of innovative problem-solving techniques. Also, a special lecture named in honor of the first Commandant of the College, General Delos C. Emmons, titled the "Art of Command" is presented.

**Course 5 Organization and Command Relationships:** Involves a study of the U.S. unified commands and the NATO military organization. In the associated lecture program, many of the CINC's present their personal views on the present unified command relationships and the functions of a joint staff. This course provides a brief but important basis for the studies conducted in Course 6.

**Course 6 U.S. Joint Planning Procedures:** Is the core curriculum of the Armed Forces Staff College and encompasses a large portion of the scheduled hours. The phases of the Joint Planning Process are studied in the step-by-step development of a common scenario. Force Development and Operations examines the doctrine, principles, considerations and techniques used in planning the employment of U.S. Forces. Joint Operation Planning System (JOPS) procedures and automated data processing systems are utilized throughout the course. An exercise in crisis management is provided where the students demonstrate their newly acquired knowledge and skills in a real-world scenario. Development of self-expression skills and research techniques are stressed. The final block in Course 6 is a NATO Exercise. This exercise, supported by a guest lecture, examines some of the military, psychological, economic, political, and geographic problems of the North Atlantic Treaty Organization.

**Course 7 Communicative Arts:** Begins early in the curriculum and focuses on improving essential communicative skills largely through individual efforts; continues throughout the academic periods. The Research Program begins with a short introduction covering its objectives and options. Each student selects one of three options: An article for publication, an individual research report or group research; conducts orderly research and prepares a written product during research an unscheduled time. The Staff Action Paper is the vehicle for the second writing program, which devotes 28 hours toward the staff study. Selected students are required to brief their papers orally as they would in an actual action-officer role. Speaking skills are further refined through the presentation of oral book reports or leadership case studies in the 12-hour Professional Reading Program that focuses on individual seminar sessions aimed at encouraging and assisting students in the development of sound personal reading habits. Scheduled periods are devoted to oral reviews to include student-led question/discussion periods.

**Course 8 Special Programs:** Covers lectures by distinguished individuals on contemporary subjects that are of current interest and which are scheduled when speakers are available. Also includes field trips, area intelligence assessment and periodic current intelligence briefings.

**Course 9 Graduation:** Contains those activities and ceremonies which conclude the course of instruction. The final event is a graduation exercise which includes an address by a distinguished individual.

OTR 77-7400

26 May 1977

DD/A Registry

File Training


Rear Admiral Jeremiah A. Denton, USN  
Commandant, Armed Forces Staff College  
7800 Hampton Boulevard  
Norfolk, VA 23511

Dear Admiral Denton:

This is to advise you that after a review of Agency participation in various training activities, a decision has been made to stop sending CIA officers to the Armed Forces Staff College (AFSC). This action will take effect with the 63rd running to start in January 1978.

This undoubtedly comes as a surprise after my request of 20 August 1976 wherein more spaces were requested in the AFSC program. As you are probably aware, we, like all government agencies, must continuously respond to changing requirements and particularly in the field of training. We do appreciate our relationship with the College and wish the AFSC program a successful continuation.

Sincerely yours,

  
Harry E. Fitzwater  
Director of Training

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Distribution:

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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: CIA Attendance at Armed Forces Staff College

REFERENCE: Your Comments on Routing Sheet on Memo to  
DDCI from DDA, dated 18 April 1977,  
Subject: Quotas for the Armed Forces  
Schools

1. Action Requested: This memorandum requests that you restore CIA participation in the Armed Forces Staff College (AFSC).

2. Background: Our experience in sending CIA personnel to the Armed Forces Staff College for many years has led us to conclude that it is a valuable short-term and cost-effective training opportunity, particularly for those employees who have dealings with the military. AFSC attendance provides CIA employees with a good knowledge of how the Department of Defense and the military services function.

We do not consider the AFSC to be in any way competitive with the senior war colleges. At least five Offices in the Directorate of Intelligence and the Directorate of Administration make profitable use of this course for their mid-level employees who might not be candidates for the more senior schools.

3. Recommendation: In view of the unique training opportunity that the AFSC offers, I recommend that you approve continuing participation of CIA personnel at the present level of eight employees per year.

/s/ John F. Blake  
John F. Blake

Attachment:

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SUBJECT: CIA Attendance at Armed Forces Staff College

APPROVED:

Director of Central Intelligence

STATINTL

DISAPPROVED:

Director of Central Intelligence

DATE:

17 MAY 1977

*I feel strongly  
opposed to "show & tell"  
routines - no homework -  
no curriculum*